



CIONET EVENT: RE-ENGINEERING IT



ACCORDING TO GARTNER GROUP...

“By 2020, 10% of organizations will have a highly profitable business unit specifically for productizing and commercializing their information assets.”

Please go to:

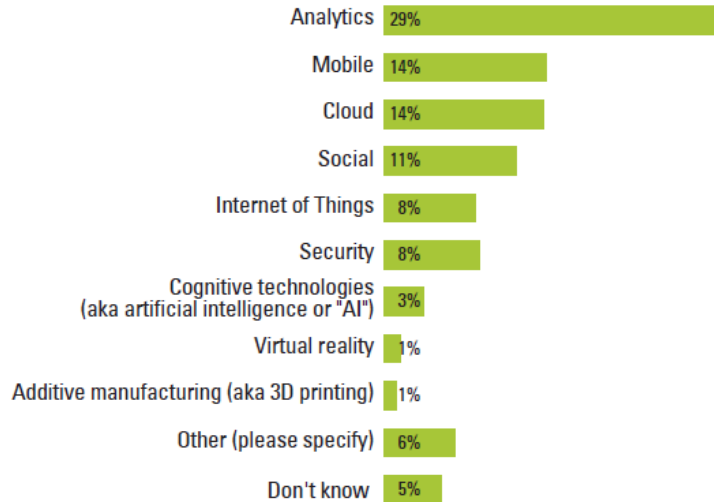
b.socrative.com
(Socrative Student Login)

ROOM: CIONET

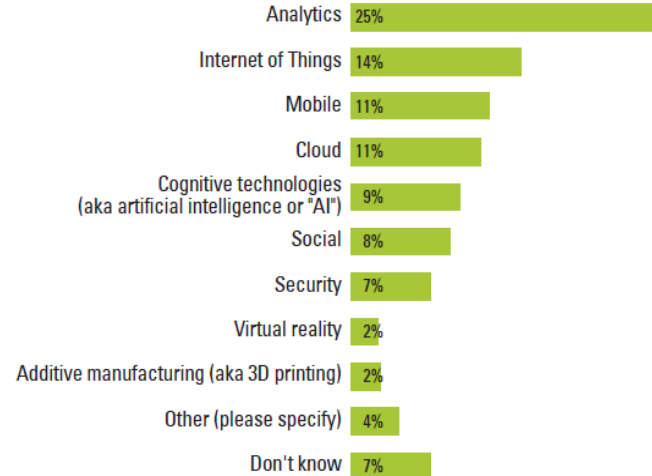


IMPORTANT TECHNOLOGIES

13. Which specific technology is the most important to your organization this year?

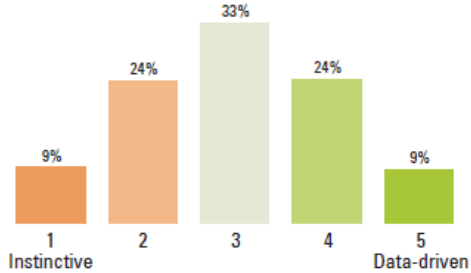


14. Which of the following specific technologies will be the most important to your organization in the next 3 to 5 years?

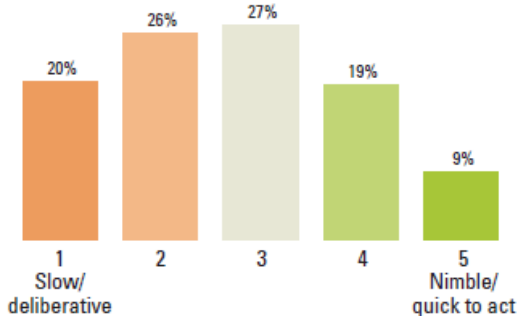


BUT...

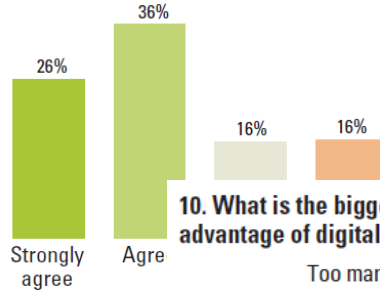
22. How would you characterize your organization's decision making on the following scale?



21. How would you characterize your organization's agility on the following scale?



9. To what extent do you agree with the following statement: Our digital strategy is integral to our overall strategy.



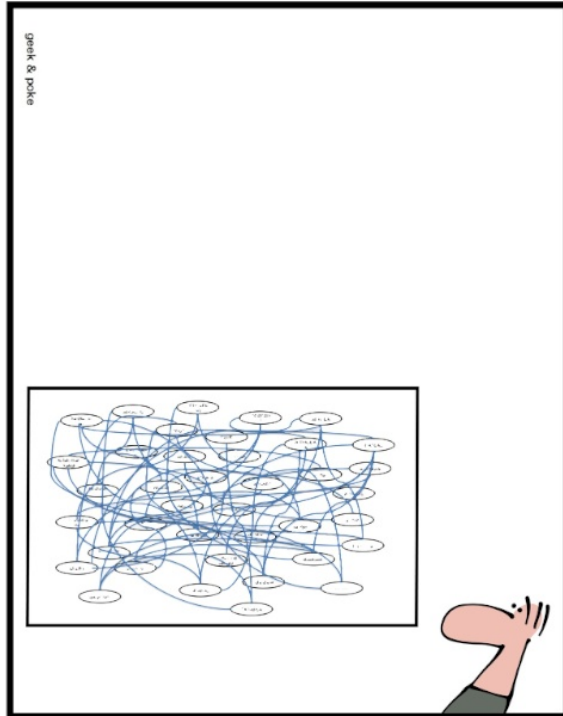
10. What is the biggest barrier impeding your organization from taking advantage of digital trends? (Please select one.)



Lack of alignment?

THE ENDURING CHALLENGE: BUSINESS-IT ALIGNMENT

SIMPLY EXPLAINED



BUSINESS IT ALIGNMENT

In the age of digital everything, is it time to eliminate IT?

Forget strategic business alignment:
Technology needs to be woven into the very fabric of an organization.

Source:

<https://mitsloan.mit.edu/ideas-made-to-matter/age-digital-everything-it-time-to-eliminate-it>

NOT RE-ENGINEERING IT... RE-ENGINEERING FOR IT!

- What do our customers want? How do we find that out?

and

- What is our technology capable of offering them?

COMMON EVOLUTIONARY PATH?

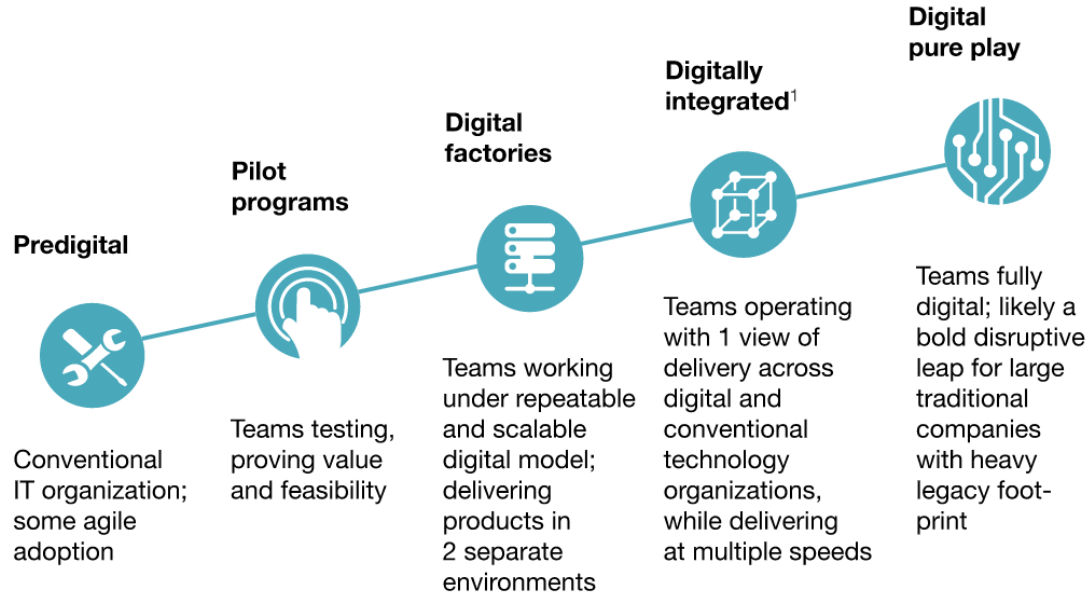
Companies' digital programs tend to follow a common evolutionary path.

Co-evolution:

When two or more genetically unrelated species reciprocally affect each other's evolution as they interact with each other in their environment.

(Futuyma and Slatkin, 1983)

McKinsey Research
Toward an integrated technology operating model
 Khan, Lunawat, and Rahul, 2017



¹Integrated operating model.

Predigital



Traditional **application-domain-based** model with some agile adoption

- Technology group organized based on application and infrastructure domains
- Teams siloed and use waterfall methodologies

Pilot programs



Small digital pods; rest of technology organization stays conventional

- Small ring-fenced digital team with high autonomy
- Other teams remain organized around conventional application and infrastructure groups

Digital factories



Digital product teams and conventional technology operating separately

- Multiple digital teams with dedicated and pooled resources
- Minimal interoperability between digital and conventional teams operating at different speeds
- Conventional application groups starting to experiment with agile methodologies

Digitally integrated¹



Digital product teams collaborating with conventional technology teams

- Teams organized around products, internal capabilities (platforms), and system of records
- Significant agile and DevOps adoption by conventional groups; product teams fully agile
- Increased focus on minimizing redundancy and maximizing interoperability between teams

Digital pure play



Holistic product-based organization

- Leverages capability-oriented delivery teams (tribes and chapters)
- At-scale automation enables continuous integration and continuous delivery

BREAK-OUT SESSION

- What are the challenges **you** are facing, during collaboration with internal partners? **How** are you tackling them?
 - Culture related
 - ...
 - Process related
 - ...
 - Talent related
 - ...
 - Customer related
 - ...
- Come back with several suggestions!

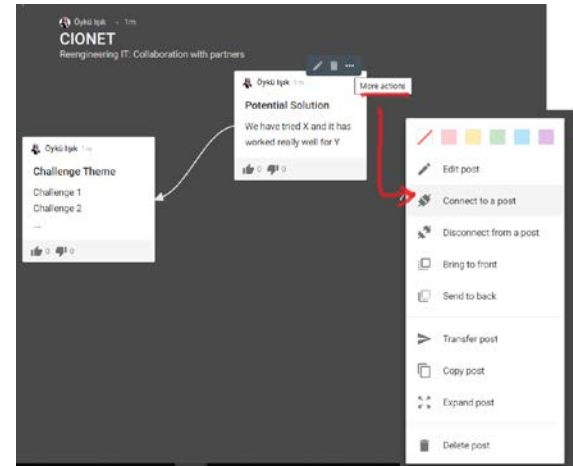
BREAK-OUT SESSION

- Please choose a 'spokesperson' for your group!
- Use the **Padlet** below (includes an example);



<http://tiny.cc/vlerick>

(= <https://padlet.com/oykuisik/cionet>)



- Write your challenges & solutions in separate boxes
- Then, link them!
- Only one person per group (= spokesperson) writes!
- You have 45 minutes!

NEW NARRATIVE ON BUSINESS-IT ALIGNMENT

- Digital strategy = agenda for persistent engagement with customers
- Involve customers in the development process
- Reward innovations that improve the customer experience
- Recognize technology as a *shaper*
- Digital is the responsibility of everyone in the organization

WRAP UP



“Without mastering collaborative relationships, both inside and outside the company, we won’t produce the outcomes needed to win our customers’ business.”

— Lori Beer, Chief Information Officer, JPMorgan Chase

WRAP UP

*“We are increasingly connected to computer systems in ways we do not understand. Moreover, these connections are wholly **untrustworthy** and **vulnerable** – a poor foundation upon which to build the information society of the twenty-first century [...] But many of these **Silicon Valley entrepreneurs** hard at work creating our technological future **pay precious little attention to the public policy, legal, ethical, and security risks** that their creations pose to the rest of society.”*

— Marc Goodman, *Future Crimes: A journey to the dark side of technology - and how to survive it*



BOARD INVOLVEMENT

Board involvement has significant room to grow



Say their corporate board directly participates in a review of current security and privacy risks*



Of organizations worth more than \$25 billion say their corporate board directly participates in a review of current security and privacy risks**



Of directors are very confident their company has a comprehensive program to address data security and privacy***



Are very confident their company has identified its most valuable and sensitive digital assets***

* Source: PwC, CIO and CSO, The Global State of Information Security® Survey 2018.
Base: 9,500 respondents































** Base: 435 respondents

*** Source: PwC, 2017 US Annual Corporate Directors Survey.

Base: 842–849 respondents

ESPECIALLY IN EUROPE!

Regional rankings show Asia and North America leading in key practices

Overall security strategy	Requires employee training on privacy	Accurate inventory of personal data	Limits data collection, retention and access	Audits compliance by third parties	Requires compliance by third parties
Asia 	N. America 	Asia 	Asia 	S. America 	S. America 
N. America 	Asia 	N. America 	N. America 	Asia 	N. America 
S. America 	S. America 	S. America 	S. America 	N. America 	Asia 
Europe 	Europe 	Europe 	Europe 	Europe 	Europe 
Middle East 	Middle East 	Middle East 	Middle East 	Middle East 	Middle East 

Source: PwC, CIO and CSO, The Global State of Information Security® Survey 2018.
 Base: North America respondents (3,175), South America (1,261), Europe (2,416), Asia (1,585) and Middle East (94).

DIGITAL MISTRUST



THANK YOU!

VLERICK

BUSINESS
SCHOOL



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Öykü Işık

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